



## APPLYING THE STRATEGIC PLANNING PROCESS

### Requirements



**Each department of state government and each agency therein shall engage in the process of strategic planning and shall produce a strategic plan to be used to guide its ongoing and proposed activities for the next five years.**

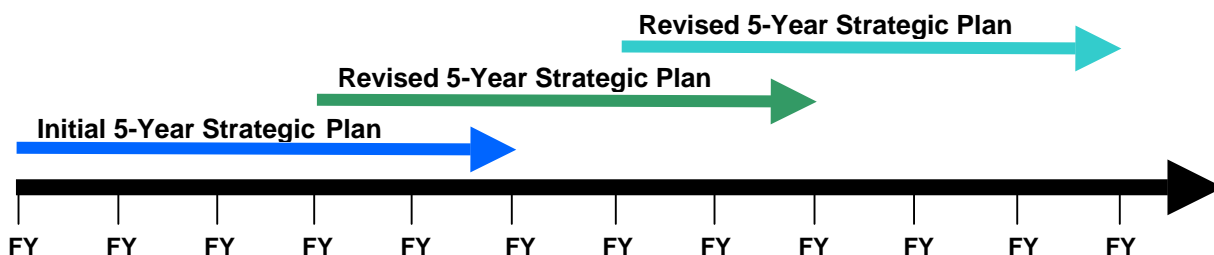
"Agency" means any state office, department, board, commission, institution, division, officer or other person, or functional group, heretofore existing or hereafter created, that is authorized to exercise, or that does exercise, any functions of the government of the state in the executive branch, but not any governing body or officer of any local government or subdivision of the state, or any parochial officer who exercises functions coterminous with the municipality in which he performs those functions.

In budget terms, "agency" generally is the same as "budget unit." Sometimes a department is an agency.



**Initial strategic plans shall be completed no later than July 1, 1998. Thereafter, all plans shall be revised and updated at least every three years.**

**At a minimum, strategic plans must be revised and updated every three years.** (As a practical management maneuver, strategic plans should be evaluated on an annual basis for progress toward accomplishment of goals and objectives. This annual assessment may reveal the need to make a few adjustments or accommodations. However, unless extraordinary changes in internal capacity or external operating environment have occurred, it should not be necessary to overhaul or rewrite an entire strategic plan annually.) Revised and updated strategic plans must be prepared and submitted every three years, beginning with July 1, 2001. **The next revision is due July 1, 2004.** The plan remains a five-year plan but the update moves the plan three years into the future. The span of each strategic plan revision—beginning and ending dates—is determined and announced by the Division of Administration, Office of Planning and Budget. **Revised plans submitted on July 1, 2004, must cover the period of FY 2005-2006 through FY 2009-2010.**



To revise and update the strategic plan revision and update, compare actual with expected results. Look at projected versus actual timetables and determine whether the plan is on time and on target.

**IF** review and evaluation show that:

- there are no major changes in internal capacity or external operating environment,
- strategies and action plans are proceeding on schedule,
- progress toward goals and objectives is being realized as expected, and
- anticipated results are being achieved

**THEN** reaffirm goals, objectives, and strategies—adjusting, as appropriate, to continue or “grow” progress and accomplishments—and move the plan ahead.

However, **IF**

- there are significant changes in internal capacity or external operating environment,
- strategies and action plans are not proceeding on schedule or working as expected,
- progress toward goals and objectives is not being made as expected,
- anticipated results are not being achieved,
- unexpected or undesirable consequences are being generated, or
- current goals and objectives are inadequate or unrealistic

**THEN** modify the plan as needed and move the plan ahead.

Factors likely to drive revision include:

- *Louisiana: Vision 2020*, the State Master Plan for Economic Development (Act 1036 of 1999 requires that strategic plans incorporate *Vision 2020* components. *Louisiana: Vision 2020* is periodically updated; be sure that you take note of revisions.)
- Louisiana Workforce Commission coordination of statewide workforce development activities
- Children’s Cabinet initiative to coordinate activities and services related to families and children
- Changes in program structure or mandated functions
- Significant changes in funding levels
- Department or agency reorganization
- Review of initial strategic plan by OPB and standing committees of legislature
- Audit findings and recommendations
- Input from other entities, such as federal government or courts and stakeholders (constituent, customer, expectation, or special interest groups)
- Knowledge and experience gained from living with the plan and reporting progress regularly
- Unanticipated or overanticipated/underanticipated external factors



**The plans shall be prescribed by the commissioner of administration and shall be accompanied by such other information as he may require.**

This guidelines document summarizes requirements for strategic plans. However, the state’s management manual, *MANAGEWARE: A Practical Guide to Managing for Results*, contains detailed information for strategic planning as well as “how to” instructions for plan components. As three-year strategic plan revision and update near, look for additional specific guidelines related to the upcoming revision. All strategic planning guidelines and *MANAGEWARE* are available on the OPB website (<http://www.state.la.us/opb/index.htm>). Questions regarding preparation or revision of strategic plans should be directed to the Office of Planning and Budget budget analyst who is assigned to work with your agency.



**The plans shall be submitted to the commissioner of administration (through the Office of Planning and Budget) and to the standing committee of each house of the legislature having responsibility for oversight of the department or agency.**

In addition to the submissions required by law, your plans should be provided to other entities that have responsibility for review and evaluation of performance information: House Fiscal Division, Senate Fiscal Section, Legislative Fiscal Office, and Office of the Legislative Auditor. Further, strategic plans are public documents. To facilitate submission of agency strategic plans and make these public documents more readily

accessible to stakeholders and the public, the guidelines for agency submission have been changed to require electronic transmission.

**To submit your revised strategic plan, post your strategic plan on your department/agency website by July 1, 2004. Provide electronic notification of the availability and web address of your plan to the OPB and the other entities identified above.** Send e-mail notices to the OPB analyst, OPB budget manager, and legislative committee staff members who are assigned to work with your agency; also send an electronic notice to the director of the Performance Audit Division of the Office of the Legislative Auditor. If you do not know whom to contact or do not have e-mail addresses for these individuals, consult the OPB website (<http://www.state.la.us/opb/index.htm>), the Louisiana Legislature's website ([http://www.doa.state.la.us/gov\\_legis.htm](http://www.doa.state.la.us/gov_legis.htm)) and the website for the Office of the Legislative Auditor (<http://www.la.state.la.us/>) or contact these offices directly for information. **Website publication of your strategic plan is required; submission of a hard copy of your strategic plan is optional.** Agencies that do not have a website (or webpage on a department website) must submit two (2) hard copies of their strategic plans and plan documentation to the OPB and one (1) hard copy each to all other entities identified above. Agencies in this situation should notify the OPB immediately that hard copy submission will be necessary.

Website publication of strategic plan documentation is optional. If you do not publish your plan documentation on your website, you must submit all plan documentation electronically. Agencies that do not have websites must submit plan documentation in hard copy—two (2) copies to the OPB and one (1) copy each to all other entities identified above. Submission of a hard copy of strategic plan documentation is optional for those submitting via website or electronic transmission.

## Components of the Strategic Planning Process



Detailed information on each of these plan components is available in *MANAGEWARE*.

## Contents of the Plan



Each strategic plan must contain the following components:

- ☑ Entity (department/agency) vision statement
- ☑ Entity (department/agency) mission statement
- ☑ Entity (department/agency) philosophy statement
- ☑ Entity (department/agency) goals

For each program of the entity:

- ☑ Program mission statement
- ☑ Program goal(s)

Program mission statements and goals must be consistent with or a component of the entity mission statement and goals. There must be a clear flow between levels. (As shown below, you must identify your statutory requirement or other authorization for each goal.)

- ☑ Program objectives

Objectives should be SMART (Specific, Measurable, Aggressive but Attainable, Results-oriented, and Timebound) and there must be a clear flow between goals and objectives. Remember that objectives are milestones along the way to accomplishing goals. (As shown below, you must identify the principal persons who will benefit from or be affected by the accomplishment of an objective.)

- ☑ Program strategies for each stated goal and objective

Strategies describe "how" objectives will be achieved. Since there must be a clear flow between goals and objectives, it should be possible to discern how strategies apply to goals as well as objectives. You may use the Strategy Analysis Checklist to help build strategies. (As shown below, you will be required to document how you developed strategies. The checklist enables you provide this documentation.)

- ☑ Program performance indicators for each objective, including, at a minimum, an indicator of outcome, efficiency, or quality, as well as indicators of input and output, as necessary and relevant.

Each objective must be accompanied by a list of the performance indicators (name only, not values) that will be used to measure progress toward accomplishment of the objective. Performance indicators must be specific and measurable. That means that the indicator must be focused, clearly related to the objective, easily understood, and quantifiable (measurable in numbers). Five types of indicators—input, output, outcome, efficiency, and quality—as well as explanatory notes may be used to build a balanced set of performance indicators. Note that Act 1169 of 1999 requires you to have at least one indicator of outcome, efficiency, or quality. You may use the Performance Indicator Matrix on the following page to help develop a balanced set of indicators.

As a practical point, you should consult the people who will ultimately use your performance information to make policy or budget decisions. Obviously you know your programs best, but decision makers know what information they need to make those decisions. The selection of a final set of performance indicators must include input from both agencies and decision makers. For example, you should discuss your proposed performance indicators with OPB and legislative staff before you finalize your strategic plan.

| Performance Indicator Matrix |  |       |        |         |            |         |
|------------------------------|--|-------|--------|---------|------------|---------|
| Program:                     |  | Date: |        |         |            |         |
| Goal:                        |  |       |        |         |            |         |
|                              |  | Input | Output | Outcome | Efficiency | Quality |
| Objective 1:                 |  |       |        |         |            |         |
| Objective 2:                 |  |       |        |         |            |         |
| Objective 3:                 |  |       |        |         |            |         |



Each strategic plan may contain the following components:

- ☐ Entity (department/agency) objectives and strategies
- ☐ Additional entity (department/agency) and/or program descriptive information, including organization charts and program structure charts
- ☐ Program activity descriptions
- ☐ Action plans

Entities may choose to develop entitywide objectives and even entitywide strategies. This is not required but may help large departments to coordinate their component agencies and programs. If an entity elects to plan to this more detailed degree at the entitywide level, the entity still must incorporate program level materials, including program objectives and strategies. Further, there must be a clear flow from entitywide level to program level.

Entities may require their component programs to complete action plans detailing their strategies. However, action plans are best used in program management and generally should not be included in the strategic plan submitted by a department/agency to the OPB and legislature.



Each strategic plan must include the following process documentation:

- ☒ A brief statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons or organizations.

Use the internal/external assessment to identify stakeholders (customers, compliers, and other stakeholders as well as expectation groups) and their interests as well as target group variables. Conduct your internal/external assessment early in the planning process. Remember that identification of customers is part of the development of mission statements. Remember, too, that you are required to identify those primary persons who will benefit from or be significantly affected by each objective within the plan (see below).

- ☒ An identification of potential external factors that are beyond the control of the entity and that could significantly affect the achievement of its goals or objectives.

Use the internal/external assessment to identify both program variables (factors over which an entity or program can generally exercise control) and external variables (factors over which an entity or program generally has little or no control). Conduct your internal/external assessment early in the planning process. Use this information to help guide the setting of goals, formulation of objectives, and building of strategies.

- ☒ The statutory requirement or other authority for each goal of the plan.

Use the internal/external assessment to identify authorizations (state constitution or statute; executive order; federal law, guideline, or court order; or other authorization). For statutory authority, cite the revised statute. If your authority is more commonly referenced by act number, you may cite the act but be sure to include the legislative session in which it was enacted as well as its revised statute reference.

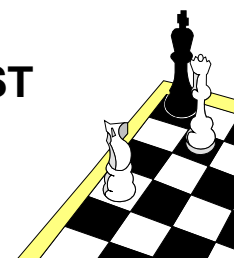
☒ **A description of any program evaluation used to develop objectives and strategies.**

In addition to any program evaluations you may have used to develop objectives and strategies, describe other tools used—performance audits, financial and compliance audits, internal audits, your undersecretary's Act 160 Reports, internal/external assessments, benchmarking, strategy analysis sheets, cost/benefit analyses, master plans, statewide plans, etc.—as well. The idea is to be able to show how you developed objectives and strategies. Use the Strategy Analysis Checklist (shown below) to help build strategies and document the strategy-building process. Keep records; retain a paper trail.

☒ **Identification of the primary persons who will benefit from or be significantly affected by each objective within the plan.**

As you formulate objectives, consider target group variables and use the customer identification information revealed in the internal/external analysis.

## STRATEGY ANALYSIS CHECKLIST



\_\_\_\_\_ **Analysis**

- \_\_\_\_\_ Cost/benefit analysis conducted
- \_\_\_\_\_ Financial or performance audit used
- \_\_\_\_\_ Benchmarking for best management practices used
- \_\_\_\_\_ Act 160 Reports used
- \_\_\_\_\_ Other analysis or evaluation tools used
- \_\_\_\_\_ Impact on other strategies considered
- \_\_\_\_\_ Stakeholders identified and involved

\_\_\_\_\_ **Authorization**

- \_\_\_\_\_ Authorization exists
- \_\_\_\_\_ Authorization needed

\_\_\_\_\_ **Organization Capacity**

- \_\_\_\_\_ Needed structural or procedural changes identified
- \_\_\_\_\_ Resource needs identified
- \_\_\_\_\_ Strategies developed to implement needed changes or address resource needs
- \_\_\_\_\_ Responsibility assigned

\_\_\_\_\_ **Time Frame**

- \_\_\_\_\_ Already ongoing
- \_\_\_\_\_ New, startup date estimated
- \_\_\_\_\_ Lifetime of strategy identified

\_\_\_\_\_ **Fiscal Impact**

- \_\_\_\_\_ Impact on operating budget
- \_\_\_\_\_ Impact on capital outlay budget
- \_\_\_\_\_ Means of finance identified
- \_\_\_\_\_ Return on investment determined to be favorable

**☑ An explanation of how duplication of effort will be avoided when the operations of more than one program are directed at achieving a single goal, objective, or strategy.**

Strategic plans will be used not only to drive operational planning and budgeting (and capital outlay planning and budgeting) but will be evaluated as part of performance audits and sunset reviews as well. Remember that performance audits and sunset review look for duplication of effort, outmoded activities, and opportunities for privatization. Watch for all three as you plan.

Although you want to avoid duplication of effort, you also want to find opportunities to coordinate activities. If you have an entitywide goal regarding the enhancement of human or technological resources, it should not be a surprise if each of an entity's programs has a goal, objective, and/or strategy addressing the same. However, there may be situations in which an entity's senior executive team may discover unexpected common threads in the strategic plans of its various programs. Program strategic plans may hold implications for other programs in an agency. For example, one or more programs may set objectives or select strategies that will require action by or impact operations of the agency's information management technology unit or human resources management unit.

**☑ Documentation as to the validity, reliability, and appropriateness of each performance indicator, as well as the method used to verify and validate the performance indicators as relevant measures of each program's performance.**

Use the ten-item performance indicator documentation sheet provided by the OPB to document the validity, reliability, and appropriateness of each performance indicator. Documentation sheets enable both internal and external users of performance data to understand the rationale for as well as the strengths and limitations of performance indicators. Remember that the Office of the Legislative Auditor audits performance data. These documentation sheets are a valuable source document for performance audits.

See the Performance Indicator Document Sheet on the following page.



Although statutory provisions stipulate that performance indicator documentation be provided for each performance indicator, this requirement should be approached in as sensible a way as possible. For example, some large departments include multiple budget units (often institutions) that have the same or similar program structure and use the same performance indicators. In these cases, one set of performance indicator documentation sheets could be completed for all budget units or programs using the same sets of indicators. Contact your OPB budget analyst to discuss performance indicator documentation sheets if you have such a situation.

**☑ A description of how each performance indicator is used in management decision making and other agency processes.**

Performance-based budgeting is just one part of "managing for results." Results should be used to make management decisions and drive agency processes.

Use the performance indicator documentation sheet to meet this requirement. One of the ten questions on that sheet addresses this issue.



## PERFORMANCE INDICATOR DOCUMENTATION

**Program:**

**Objective:**

**Indicator Name:**

**Indicator LaPAS PI Code:** (Provide LaPAS PI Codes for indicators that have ever been reported in LaPAS; indicate "New" for indicators that have never been reported in LaPAS.)

1. **Type and Level:** What is the type of the indicator? (Input? Output? Outcome? Efficiency? Quality? More than one type?) What is the level at which the indicator will be reported? (Key? Supporting? General performance information?)
2. **Rationale:** What is the rationale for the indicator? (Why was this indicator selected? Is it a valid measure of performance targeted in this objective? How does it help tell your performance story?)
3. **Use:** How will the indicator be used in management decision making and other agency processes? Will the indicator be used only for internal management purposes or will it also surface for performance-based budgeting purposes?
4. **Clarity:** Does the indicator name clearly identify what is being measured? Does the indicator name contain jargon, acronyms or initializations, or unclear terms? If so, clarify or define them.
5. **Validity, Reliability and Accuracy:** Has the indicator been audited by the Office of the Legislative Auditor? If so, with what result? If not, how can you assure that the indicator is valid, reliable, and accurately reported?
6. **Data Source, Collection and Reporting:** What is the source of data for the indicator? (Examples: internal log or database; external database or publication.) What is the frequency and timing of collection and reporting? (For example: Is the information gathered on a monthly, quarterly, semi-annual, or annual, basis? How "old" is it when reported? Is it reported on a state fiscal year, federal fiscal year, calendar year, school year, or other basis? Is frequency and timing of collection and reporting consistent?)
7. **Calculation Methodology:** How is the indicator calculated? Is this a standard calculation? (For example, highway death rate is the number of highway fatalities per 100,000,000 miles driven. This rate is a standard calculation used by the National Highway Traffic Safety Administration.) Provide the formula or other method used to calculate the indicator. If a nonstandard method is used, explain why. If this indicator is used by more than one agency or program, is the method of calculation consistent? If not, why not?
8. **Scope:** Is the indicator aggregated or disaggregated? (Is it a sum of smaller parts or is it a part of a larger whole? Examples: If the indicator is a statewide figure, can it be broken down into region or parish? If the indicator represents one client group served by a program, can it be combined with indicators for other client groups in order to measure the total client population?)
9. **Caveats:** Does the indicator have limitations or weaknesses (e.g., limited geographical coverage, lack of precision or timeliness, or high cost to collect or analyze)? Is the indicator a proxy or surrogate? Does the source of the data have a bias? Is there a caveat or qualifier about which data users and evaluators should be aware? If so, explain.
10. **Responsible Person:** Who is responsible for data collection, analysis, and quality? How can that person or organization be contacted? Provide name, title, and all contact information (including telephone, fax, and e-mail address).

(Use as many pages (sheets) as necessary to fully respond to these documentation items. Precede each response with the number and title of the documentation item. )



**Process documentation materials should be placed in an appendix to the strategic plan or with relevant plan components in the plan.**

Inclusion of process documentation is mandatory. Placement of documentation materials (in the appendix or with relevant plan components) is up to the planning entity. However, to keep the strategic plan clear and simple, the OPB recommends use of an appendix for process documentation. Along with the strategic plan itself, process documentation materials must be placed on agency websites.



**Components of *Louisiana: Vision 2020*, the state's twenty-year master plan for economic development, must be incorporated, to the maximum extent practicable, into the strategic plan. A table cross-referencing components of plan with components of *Louisiana: Vision 2020* must be included.**

Act 1036 of 1999 requires each department and agency of state government to incorporate, to the maximum extent possible, components of *Louisiana: Vision 2020*, the State Master Plan for Economic Development into their strategic plans. In addition, these components must be clearly delineated. The method of delineation, a table cross-referencing your plan with *Vision 2020* components, should be included with process documentation in the appendix.

*Louisiana: Vision 2020* is available on the Department of Economic Development's website (<http://www.lded.state.la.us/>). Just as agency strategic plans are subject to periodic revision and update, so, too, is *Louisiana: Vision 2020*. Be sure that you take note of and incorporate those revisions.



**Strategies for development and implementation of human resource policies that benefit women and children must be included.**

As required by Act 1078 of 2003, you must provide a statement of your agency's strategies for development and implementation of human resource policies that are helpful and beneficial to women and families. "Human resource policies beneficial to women and families" may include strategies, policies, or initiatives that affect internal human resource management (such as flexible work schedules and places, day care, and diversity training) or external service delivery (programs or services, such as TANF initiatives and food stamps, that are directed toward, benefit or serve women and families).

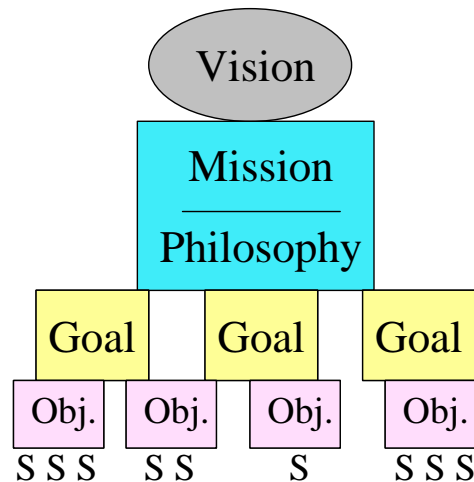
This requirement may be addressed by:

- Identification and inclusion of appropriate plan components (such as goals, objectives, and strategies) directly related to development and implementation of human resource policies that are beneficial to women and children.
- Inclusion of a cross-referencing table that identifies other strategic plan components that are related to but not focused specifically or solely on human resource policies beneficial to women and children.

## Format of the Plan

There are various options available for organization and format of department/agency strategic plans. The following "models" demonstrate several of those layout options.

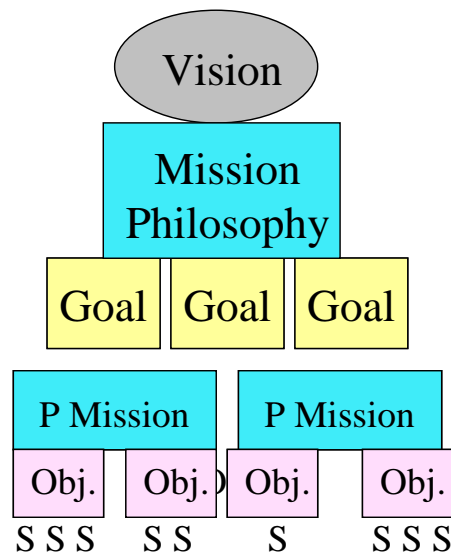
### Sample Strategic Plan Layout – One-program Agency



Agency and program  
are the “same.” They  
share the same  
components

Obj. = Objective  
S = Strategy

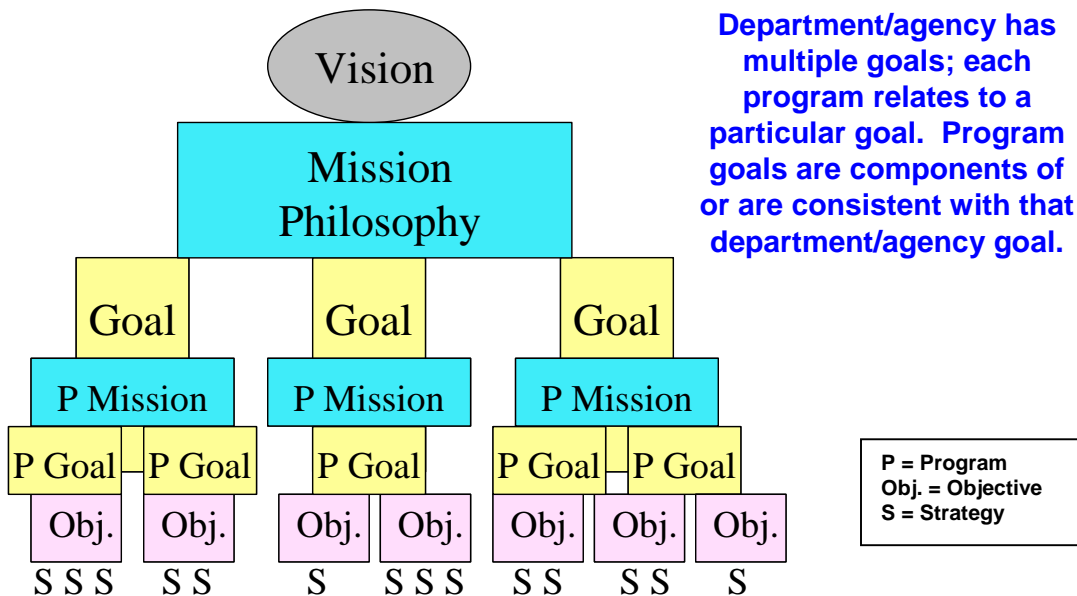
### Sample Layout – Department/agency with more than one program but common, entity-wide goals.



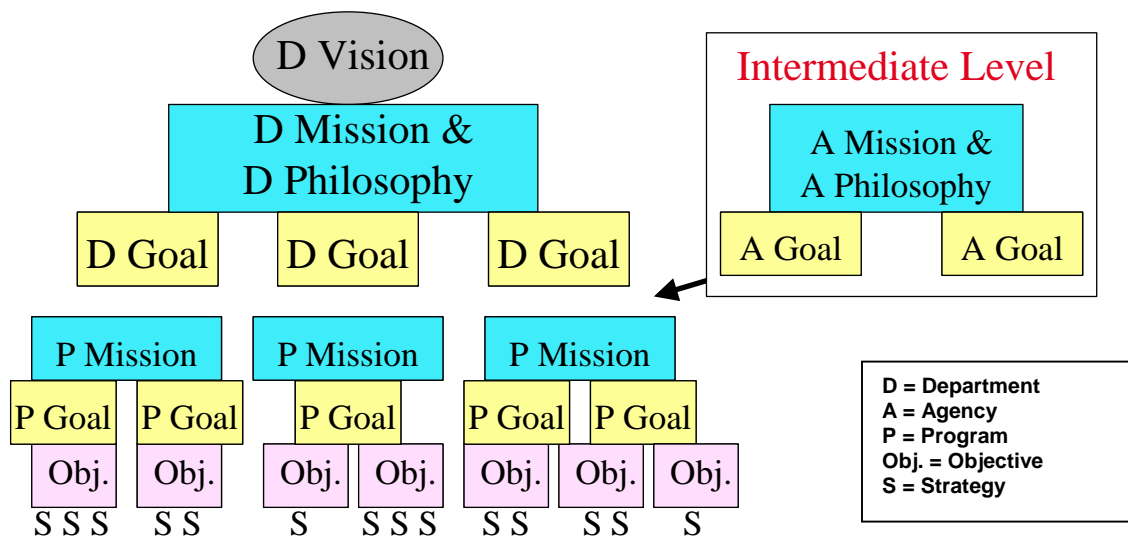
Department/agency and  
program goals are the  
same.

P = Program  
Obj. = Objective  
S = Strategy

### Sample Layout – Department or agency with multiple programs and program-specific goals.



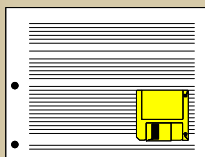
### Sample Layout – Large department with multiple agencies and programs.



The strategic plan format must, of course, fulfill statutory requirements, but should also fit the needs and organizational structure of the agency.

## Sample Strategic Plan

A generic strategic plan format appears below. (Please note that this example is a humorous look at a fictitious state department.)



### GENERIC STRATEGIC PLAN FORMAT

#### ■ Cover sheet or title sheet

The cover or title sheet identifies the entity (department/agency) and the time period covered by the plan.

Example:               DEPARTMENT OF STATE SYMBOLS  
                              STRATEGIC PLAN  
                              FY 2005-2006 THROUGH FY 2009-2010

#### ■ Entity (Department/Agency) Vision Statement, Mission Statement, Philosophy Statement, and Goal(s)

The vision statement, mission statement, philosophy statement, and list of goals may be printed on separate pages or may be printed together on one or more pages. Goals are enumerated in roman numerals.

Example:

VISION: The state symbols of Louisiana will be recognized and esteemed throughout Louisiana.

MISSION: The mission of the Department of State Symbols is to propagate, protect, and preserve the state symbols of Louisiana for the benefit, enjoyment, and pride of all Louisianians.

PHILOSOPHY: The state symbols of Louisiana represent the people and land of the State of Louisiana. The continued well being of the state's official flora, fauna, and other symbolic items is a sign of the overall well being of the state and its inhabitants. The philosophy of the Department of State Symbols is to use informed decision making, proactive policy making, and innovative actions in dealing with issues related to the continued well-being of Louisiana's various state symbols.

GOALS:

- I. The Department of State Symbols will assure the continued well being of official state flora, fauna, and other symbolic items through propagation, conservation, protection, and preservation programs.
- II. The Department of State Symbols will increase public recognition and appreciation of Louisiana's state symbols through educational programs.

#### ■ Large departments may need to add an intermediate level for agencies or offices within their department structure--in other words, there would be two entity levels, both department and agency. Program and organization structure dictate how many levels there will be in a strategic plan. An intermediate agency level may contain some or all of the components found at the department level.

Example: The Department of State Symbols has several divisions, each of which is a budget unit (or agency) with one or more appropriated programs. Therefore, the department has intermediate levels in its plan. Each of the budget units (agencies) has a mission statement, philosophy statement, and set of goals. Here are examples from the Brown Pelican Division of the Department of State Symbols.

*(Continued on Next Page)*

## GENERIC STRATEGIC PLAN FORMAT *(Continued)*

VISION: Louisiana will be the brown pelican capital of the world.

MISSION: The mission of the Brown Pelican Division is to propagate, protect, and preserve brown pelicans in Louisiana for the benefit, enjoyment, and pride of all Louisianians.

PHILOSOPHY: The brown pelican is Louisiana's state bird. Just as the state's economy and environment were threatened in recent years, so was Louisiana's brown pelican population brought to the edge of extinction. Both Louisiana and the brown pelican have begun a recovery. As a symbol of the state, the brown pelican should be honored and respected. It is our duty to assure the increased size, health, and well being of Louisiana's brown pelican population. As the brown pelican goes, so goes Louisiana.

GOALS:

- I. The Brown Pelican Division will enable Louisiana's brown pelican population to reach and maintain a healthy, stable level through propagation and protection and preservation programs.
- II. The Brown Pelican Division will increase the public's appreciation of the brown pelican through educational efforts.

### ■ Program Mission Statement, Goal(s), Objective(s), Strategy(ies), and Performance Indicators

Entities may choose to include program vision statements and philosophy statements as well. However, the Department of State Symbols, Brown Pelican Division did not elect to do so.

Example: The Brown Pelican Division has two programs: (1) Propagation and (2) Protection and Preservation.

#### Propagation Program

MISSION: The mission of the Propagation Program is to promote the propagation of brown pelicans in Louisiana for the benefit, enjoyment, and pride of all Louisianians.

GOALS:

- I. The Propagation Program will enable Louisiana's brown pelican population to reach and maintain a healthy, stable level through a propagation program.
- II. The Propagation Program will increase the public's appreciation of the brown pelican through educational tours of the state pelican hatchery.

OBJECTIVE I.1: Increase the number of brown pelicans in Louisiana to 25,000 by June 30, 2010.

STRATEGY I.1.1 Operate a state brown pelican hatchery, including a captive breeding program and research on pelican fertility.

STRATEGY I.1.2 Conduct an "Adopt-an-Egg/Foster Nest" activity for abandoned pelican eggs and/or orphaned pelican nestlings.

STRATEGY I.1.3 Conduct "pelicanism" training courses for pelicans born and/or reared in captivity.

STRATEGY I.1.4 Develop pelican potency pills for distribution at pelican feeding stations by January 2008.

STRATEGY I.1.5 Purloin pelicans from Texas and Florida.

*(Continued on Next Page)*

### GENERIC STRATEGIC PLAN FORMAT *(Continued)*

#### PERFORMANCE INDICATORS:

|             |                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Input:      | Baseline resource allocation for program<br>Baseline pelican population                                                                                                                                                                                                                                                                                                             |
| Output:     | Number of pelicans counted in annual pelican population poll<br>Number of pelicans produced through captive breeding program<br>Number of pelicans adopted through "Adopt-an-Egg/Foster Nest" activity<br>Number of pelicans graduating from "pelicanism" training<br>Number of pelicans purloined from Texas and Florida                                                           |
| Outcome:    | Percentage change in the number of brown pelicans in Louisiana<br>Success rate of pelicans graduating from "pelicanism" training (as measured by percentage surviving at least one year after introduction into the wild)<br>Success rate of pelican potency pill (as measured in percentage difference in birth rate among pelicans receiving pill and pelican not receiving pill) |
| Efficiency: | Cost per pelican hatched in captive breeding program<br>Cost per pelican placement through "Adopt-an-Egg/Foster Nest" activity<br>Cost per pelican for "pelicanism" training<br>Cost per pelican potency pill<br>Cost per pelican purloined from Texas and Florida                                                                                                                  |
| Quality:    | Louisiana's rank among pelican states for propagation rates                                                                                                                                                                                                                                                                                                                         |

OBJECTIVE II.1: Increase the number of pelican hatchery tourists by 2.5% each year through FY 2009-2010.

STRATEGY II.1.1 Work with the Department of Culture, Recreation and Tourism to produce tourist brochures for placement in state welcome and visitor centers by January 2005.

STRATEGY II.1.2 Develop an Internet website, with links to the Department of Culture, Recreation and Tourism by January 2006.

STRATEGY II.1.3 Erect a huge pelican-shaped billboard with flashing lights at the turnoff to the pelican hatchery by January 2007.

STRATEGY II.1.4 Film a public service announcement about the pelican hatchery by June 2007.

#### PERFORMANCE INDICATORS:

|             |                                                                                                                                                                                    |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Input:      | Baseline resource allocation<br>Baseline number of visitors annually                                                                                                               |
| Output:     | Number of visitors annually                                                                                                                                                        |
| Outcome:    | Percentage increase in number of visitors annually                                                                                                                                 |
| Efficiency: | Percentage of visitors who indicate on visitor rating cards that they took the tour as a result of (a) brochure, (b) website, (c) billboard, (d) governor's message, or (f) other. |
| Quality:    | Visitor satisfaction (as measured by comparison of percentage of visitors rating tour as "highly educational" on visitor rating cards)                                             |

#### Protection and Preservation Program

MISSION: The mission of the Protection and Preservation Program is to protect and preserve brown pelicans in Louisiana for the benefit, enjoyment, and pride of all Louisianians.

#### GOALS:

- I. The Protection and Preservation Program will enable Louisiana's brown pelican population to reach and maintain a healthy, stable level through pelican protection and preservation activities.
- II. The Protection and Preservation Program will increase the public's appreciation of the brown pelican through educational courses on pelican lifestyles, habits, and habitats.

*(Continued on Next Page)*

### GENERIC STRATEGIC PLAN FORMAT *(Continued)*

OBJECTIVE I.1: Reduce average annual adult brown pelican mortality rate to 13.5% by June 30, 2009.

STRATEGY I.1.1 Operate two brown pelican preserves for pelican protection, preservation, and scientific research on pelican populations.

STRATEGY I.1.2 At each preserve implement a "pelican prosthetic pouch" activity to refit and rehabilitate pelicans injured by fishing nets, by January 2007.

PERFORMANCE INDICATORS:

|             |                                                                                                                                                                                                                                                  |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Input:      | Baseline resource allocation<br>Baseline mortality rate of pelican population                                                                                                                                                                    |
| Output:     | Number of adult pelican deaths<br>Number of pelicans fitted with prosthetic pouch                                                                                                                                                                |
| Outcome:    | Annual adult brown pelican mortality rate<br>Percentage change in annual adult brown pelican mortality rate<br>Percentage of pelicans successfully rehabilitated by prosthetic pouch activity (as measured by survival in the wild for one year) |
| Efficiency: | Cost per pelican fitted with prosthetic pouch<br>Cost per pelican successfully rehabilitated                                                                                                                                                     |
| Quality:    | Louisiana's ranking among pelican states for annual adult mortality rate<br>Innovation award won by prosthetic pelican pouch activity                                                                                                            |

OBJECTIVE I.2: Suppress annual pelican poaching losses to 1% by June 30, 2008.

STRATEGY I.2.1 Operate the Louisiana Pelican Patrol, a special amphibious unit, to patrol pelican habitat, provide 24-hour protection, and prevent pelican poaching.

PERFORMANCE INDICATORS:

|             |                                                                                                                                                                                                                                                           |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Input:      | Baseline resource allocation (number of patrol officers and budget for patrol)<br>Baseline average annual pelican poaching losses<br>Baseline square miles of pelican habitat to be patrolled<br>Baseline arrest and conviction rates of pelican poachers |
| Output:     | Actual square miles of pelican habitat patrolled<br>Number of pelicans poached<br>Number of poachers arrested<br>Number of poachers convicted                                                                                                             |
| Outcome:    | Annual pelican poaching losses<br>Percentage change in poaching losses<br>Pelican poacher arrest rate<br>Pelican poacher conviction rate                                                                                                                  |
| Efficiency: | Average number of square miles patrolled per Louisiana Pelican Patrol officer                                                                                                                                                                             |
| Quality:    | Louisiana's ranking among pelican states for poaching losses                                                                                                                                                                                              |

OBJECTIVE II.1: Increase the number of pelican education courses offered by 10% and the number of course participants by 25% by June 30, 2007.

STRATEGY II.1.1 Recruit citizen volunteers to be trained as course instructors.

STRATEGY II.1.2 Develop a pelican course to be incorporated by middle school science teachers in their curricula by School Year 2006-2007.

STRATEGY II.1.3 Film a public service announcement about the pelican education course by June 2007.

*(Continued on Next Page)*



### GENERIC STRATEGIC PLAN FORMAT *(Continued)*

#### PERFORMANCE INDICATORS:

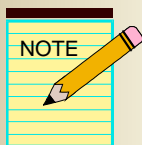
|             |                                                    |
|-------------|----------------------------------------------------|
| Input:      | Baseline resource allocation                       |
|             | Baseline number of courses offered                 |
|             | Baseline number of course participants             |
| Output:     | Number of courses offered                          |
|             | Number of course participants                      |
| Outcome:    | Percentage change in number of courses offered     |
|             | Percentage change in number of course participants |
| Efficiency: | Cost per course offered                            |
|             | Cost per person participating in course            |

- Appendix:  
Required process documentation

*Louisiana: Vision 2020* components (table crossreferencing strategic plan with *Vision 2020* components)

Table cross-referencing plan components to agency strategies for development and implementation of human resource management policies that are beneficial to women and children.

Optional items (organization or programs structure chart, additional descriptive text or data, etc.)



Some departments and agencies have found it more convenient or helpful to include some of the process documentation with plan components. For example, several departments placed the statutory or other authorization for goals in parentheses after each goal statement. Some departments listed the beneficiaries and others affected by an objective in a statement following each objective. However, most departments found it easier to place internal/external assessment documentation, information on program evaluations or other methods used to develop objectives and strategies, performance indicator documentation, and explanations of how duplication of effort will be avoided in an appendix following the plan document itself. Completion of process documentation is mandatory, but where that process documentation is placed in the plan document is up to the planning entity.

## Resources

Detailed information on the strategic planning process is available in the Strategic Planning Chapter of *MANAGEWARE: A Practical Guide to Managing for Results*, the state's management manual. *MANAGEWARE* is available on the OPB website (<http://www.state.la.us/opb/index.htm>). **However, should there be a discrepancy between the guidelines and forms contained in this document and those found in *MANAGEWARE* (which was published some years ago), these guidelines take precedence.**

From time to time, OPB distributes via e-mail information on performance-based budgeting processes, training classes, and timelines to agency coordinators. These communications are sent to those agency coordinators who are "registered" with the OPB—that is, officially designated coordinators for whom a coordinator form with functioning e-mail address has been transmitted to the OPB. Coordinator forms are available on the OPB website.

Questions about strategic planning should be directed to the OPB budget analyst assigned to work with your agency. You may contact OPB budget analysts at 225-342-7005.